	Variance	
Special equipment	($392.9)	(11.2%)

- **Mandate: reduction in the authorized strength of uniformed personnel**

218. The reduced requirements are attributable mainly to a lower provision for standard reimbursements to troop- and formed police-contributing countries for self-sustainment, resulting from the reduction in the authorized strength by 1,070 military contingent personnel and 190 formed police personnel.

IV. Actions to be taken by the General Assembly

219. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **Appropriation of the amount of $572,270,800 for the maintenance of the Mission for the 12-month period from 1 July 2013 to 30 June 2014;**

(b) **Assessment of the amount of $166,143,134 for the period from 1 July to 15 October 2013;**

(c) **Assessment of the amount of $406,127,666 for the period from 16 October 2013 to 30 June 2014 at a monthly rate of $47,689,233, should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 66/264 and 66/273, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

(Resolution 66/264)

Decision/request	*Action taken to implement decision/request*
Notes some recent improvements in the vacancy and turnover rates for civilian staff, while recognizing scope for improvement, and therefore requests the Secretary-General to ensure that vacant posts are filled expeditiously (para. 21)	The Mission is proactively engaged in the reduction of vacancy rates across all staffing levels. However, it should be noted that in the aftermath of the January 2010 earthquake, the Mission experienced significant difficulties in the recruitment of civilian staff, which at times had negative effects on the average vacancy rates in past financial periods. Specifically, for the first few months following the earthquake, the Mission, along with the Department of Field Support, focused mainly on the rapid deployment of staff on

Decision/request	*Action taken to implement decision/request*
	temporary duty assignment from other missions to provide immediate operational support, as opposed to the normal recruitment of staff, and the incumbency of such staff was not reflected in the vacancy rates during that time
Underlines the importance of the Secretary-General comprehensively reviewing the civilian staffing requirements for each peacekeeping mission, with particular attention to the feasibility of nationalizing Field Service posts and improving the ratio of substantive to support staff, in particular when there is a significant change in mandate or authorized force levels, to ensure that the civilian staffing structure is appropriate to effectively implement the current mission mandate and that it reflects staffing best practices across missions (para. 23)	The Mission takes note of the Assembly's observation and makes every effort to ensure an appropriate staffing structure for the effective implementation of its mandate. In line with the phased withdrawal of uniformed personnel and the projected gradual rationalization of the scope of the Mission's activities, the Mission will restructure its civilian component, resulting in a reduction of 191 posts, United Nations Volunteer positions and temporary positions, with the support component accounting for the reduction of 170 posts/positions. Furthermore, the Mission will nationalize 15 posts and positions, including 6 Field Service posts, as part of its nationalization strategy to support the capacity-building of the country
Welcomes improvements regarding, inter alia, the physical verification of non-expendable property, stresses the importance of strengthening the full cycle of supply chain management within peacekeeping operations, and in this regard reiterates its request to the Secretary-General to strengthen internal controls in the management of such assets to ensure adequate safeguards to prevent waste and financial loss to the Organization (para. 30)	The Mission has implemented control mechanisms with respect to its non-expendable and expendable inventories, including physical verification procedures, in line with the United Nations guidelines on property management. Over the course of the Mission's existence, many reviews have been conducted, and its inventory control and practices have been audited at least twice every year by both the Office of Internal Oversight Services and the Board of Auditors. The audit reports have shown that the established inventory control practices are in line with international standards. Audit recommendations have been adhered to and are usually closed within the prescribed period. Therefore, the Mission considers that adequate measures, controls, procedures and safeguards have been established, are being followed and are continuously reviewed/scrutinized by both internal and external oversight bodies
Requests the Secretary-General to ensure the application of liberty usage guidelines for all mission vehicles and to report thereon in his next overview report on the financing of the United Nations peacekeeping operations (para. 31)	The Mission has implemented and promulgated a liberty policy for the reimbursement of costs to the Organization for the private use of United Nations vehicles. The policy went into effect on 1 August 2012

(Resolution 66/273)

Decision/request	*Action taken to implement decision/request*
Regrets that the share of procurement activities awarded to local vendors has substantially decreased during the current financial year, and reiterates its request to the Secretary-General to ensure that the Mission increases procurement opportunities for local vendors (para. 10)	The Mission increased the level of procurement activities with local vendors from $36 million in 2010/11 to $60 million in 2011/12. Furthermore, on 1 September 2012 the Mission's Procurement Section was moved from Santo Domingo to Port-au-Prince, which will allow for more direct contact with local vendors. Seminars and training on "How to do business with the United Nations" will be expanded, including sessions jointly conducted by the Mission and a non-governmental organization. It is hoped that these activities will enhance the interest and understanding of local vendors so that they can fully participate in tenders issued by the Mission and possibly win additional awards in accordance with the United Nations Financial Regulations and Rules
Requests the Secretary-General to strengthen coordination among the Mission, the United Nations country team and other United Nations entities in accordance with their respective mandates, including in addressing the root causes of unexpected emergencies, such as the situation resulting from the cholera outbreak (para. 12)	On the basis of a shared vision of the role of the United Nations in Haiti, the Mission and other United Nations entities will continue to collaborate to help Haiti to strengthen its Government and civil society institutions at both the central and local levels. This unified approach is articulated in the integrated strategic framework for 2013-2016, which has been drafted in close consultation with the Government in the context of the gradual downsizing of the Mission's presence in Haiti. In particular, MINUSTAH will strengthen its cooperation with UNDP, the Organization of American States and the Caribbean Community on elections in Haiti, and will continue to cooperate with the World Health Organization (WHO), UNICEF and the Office of the Special Adviser for Community-based Medicine and Lessons from Haiti to support the Government in the implementation of the Haitian component of the action plan for the Hispaniola-wide eradication of cholera
Reiterates its request to the Secretary-General that he intensify his efforts to put into effect measures to mitigate the environmental impact of the Mission on Haiti (para. 13)	The Mission enhanced its environmental management procedures by undertaking a Mission-wide environmental awareness and education campaign and by establishing and implementing a robust framework for environmental compliance monitoring and reporting, and conducted several green initiatives in the areas of: water and wastewater management; solid waste management, collection and disposal; hazardous waste identification; water filtration systems; and greenhouse gas emission reduction

Decision/request	*Action taken to implement decision/request*
	Specific initiatives undertaken by the Mission included: (a) the implementation of a wastewater management action plan; (b) the installation and commissioning of 25 wastewater treatment plants and 2 biological wastewater treatment systems; (c) improvement in the wastewater systems at 85 Mission premises; (d) the installation of 300 solar lamps; (e) the acquisition of electric vehicles; (f) increased use of wind and solar power generators to run 10 Communications and Information Technology Section installations; (g) the launch of a solid waste segregation and recycling programme whereby (i) recyclable materials such as plastics, paper and aluminium cans are separated at the sources and handed over to a local company for recycling, and (ii) all hazardous materials, including scrap metals, electronic scraps, materials contaminated with petroleum products, used batteries and used tires, are systematically identified and separated at the source and disposed through reuse or recycling or in another environmentally responsible manner; (h) the cessation since June 2011 of the acquisition of refrigeration equipment using ozone-depleting substances and related refrigerants; (i) the organization of 125 training sessions during the past two periods to enhance awareness, and the adoption by Mission personnel, of environmentally friendly behaviour; (j) the conduct of 144 site inspections over the past two financial periods at all MINUSTAH premises to assess the extent to which operations in such sites comply with agreed and established environmental standards and policy requirements; (k) the establishment during the 2006/07 period of a functional Environmental Compliance Unit to coordinate the implementation of environmental management procedures; and (l) the creation of relevant environmental policy and guideline documents including an environmental action plan, standard operating procedures for environmental management in the Mission, and standard operating procedures for hazardous waste management

Decision/request	*Action taken to implement decision/request*
Notes that the Secretary-General did not include in his budget proposal for 2012/13 the requirements for the construction of new headquarters for the Mission, and reiterates its readiness to consider the resource requirements of the Mission, as appropriate (para. 15)	In recent meetings with the Mission, the Haitian airport authorities and the Ministry of Public Works, Transport and Communications confirmed that any proposed plans regarding the airport's expansion would not have an impact on the Mission's current location. As an assurance of this, the Haitian authorities have authorized MINUSTAH to expand its existing presence at the airport premises by constructing a new strategic fuel reserve on the premises. Given the proposed framework for a reconfiguration and conditions-based consolidation of the Mission, the Mission has determined that the construction of new headquarters would not be financially prudent
Requests the Secretary-General to keep the construction plan for the new headquarters under review, in close consultation with the Government of Haiti, and to report thereon to the General Assembly as soon as possible (para. 16)	

B. Advisory Committee on Administrative and Budgetary Questions

(A/66/718)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee welcomes efforts to identify cross-cutting targets for resource reductions and to critically examine proposals for capital expenditures by field missions, and notes the assurance given that the particular circumstances pertaining to each peacekeeping operation were taken into account during budget preparation. The Committee considers, however, that the budget proposals should have provided more information on how those measures are going to be applied by each mission, including, where appropriate, any mitigating measures planned to ensure that there would be no impact on mandate implementation (para. 33)	With respect to cross-cutting targets for resource reductions, the specific circumstances pertaining to MINUSTAH have been taken into account in the 2013/14 budget proposal
The Advisory Committee cautions against equating the deferral of capital expenditures with the implementation of sustainable efficiency measures that are based on changes in business processes which enable the more cost-efficient delivery of mandates. The Advisory Committee further expects that careful planning will be undertaken to ensure that any restoration of delayed capital expenditures during the 2012/13 period does not create a significant additional financial burden on Member States in subsequent financial periods (para. 34)	The Mission takes note of the Committee's observation and confirms that there were no major capital expenditures deferred during the 2012/13 period that have resulted in an additional financial burden, as reflected in the present proposal

The Advisory Committee is of the view that the delayed deployment factors and vacancy rates to be applied should be based on fully justified budgetary assumptions that take into account both historical data and foreseeable factors. In this regard, clear justification should be provided in budget documents for the rates used, particularly when these differ from the actual rates at the time of budget preparation (para. 36)	The delayed deployment and vacancy factors used in the 2013/14 budget proposal take into account all relevant factors, including the actual average vacancy rates for each category of Mission personnel in the recently completed 2011/12 performance period, the actual average vacancy rate for each category of Mission personnel in the current 2012/13 budget period, and other relevant Mission-specific information in relation to the deployment of uniformed personnel and the recruitment of civilian staff that would affect vacancy rates. Justification for the rates used are provided in the relevant section of the present report
The Advisory Committee considers that the human resources management reforms approved by the General Assembly in recent years and the availability of pre-cleared candidates on the roster should result in a demonstrable and sustained reduction in actual vacancy rates for civilian staff throughout peacekeeping operations. The Committee is therefore of the view that this issue should be kept under review in the context of future budget submissions (para. 38)	In full compliance with the Committee's recommendation, and in accordance with the revised standard operating procedures on recruitment for peacekeeping operations, the Mission's vacancy rates for international staff have shown a sustained reduction over the past few periods, from 15.9 per cent (in 2010/11) to 12.2 per cent (in 2011/12) to 8.8 per cent (in 2012/13 as at December 2012)
The Advisory Committee is of the view that, in order to provide clarity regarding the basis for the resource requirements being proposed, particularly when missions are deploying or expanding, the information provided to the General Assembly in the context of proposed budgets should include details of the phased deployment schedules of troops and police and their impact on resource requirements (para. 39)	For the 2013/14 period, the Mission's budget proposal does not entail a phased deployment or repatriation during the budget period
The Advisory Committee reiterates its position that the continuing requirement for long-vacant posts should be reviewed on an ongoing basis and, in particular, before requests for new posts are made to the General Assembly (see A/65/743, para. 43, and A/66/7, para. 92). It is not clear to the Committee that such reviews are being systematically undertaken by each peacekeeping operation. In this regard, it is recalled that in the context of the proposed programme budget, the General Assembly, in its resolution 66/246, endorsed the recommendation of the Advisory Committee that the continuing need for posts that have been vacant for two years or longer should be rejustified together with an explanation for the vacancy (see A/66/7, paras. 92 and 93). The Committee recommends that a similar requirement apply to posts in peacekeeping operations and that information on posts that have been vacant for two years or longer should be included in mission budget proposals, along with specific justification for any that are proposed for retention (para. 54)	As reflected in the present report, the Mission has carried out an extensive review of its human resource requirements, resulting in the proposed net reduction of 191 posts, United Nations Volunteer positions and temporary positions. The only post that has been vacant for two years or longer and proposed for retention is the Rule of Law Coordinator (D-2), for which recruitment is in the process of being finalized. Full justification for the retention of this post is provided in the relevant section of the present report

The Advisory Committee remains concerned at the proportion of peacekeeping training resources that are for training-related travel. The Committee reiterates its position that travel for training should be kept under close review and limited to the extent possible (see A/65/743, para. 135) (para. 74)	During the 2011/12 period, the Mission kept training-related travel under close review; only essential travel was authorized, and some training originally planned to be carried out outside the mission area was instead conducted within the mission area. As a result, the actual expenditure for training-related travel was lower than the approved provision by $436,900, or 39.0 per cent. Similarly, MINUSTAH will continue to apply the same approach by: (a) organizing additional training-of-trainers workshops; (b) leveraging e-learning as an alternative to classroom training; and (c) exploring the use of videoconferencing as a tool to facilitate training. Accordingly, the present budget proposal entails a reduction of $438,000, or 53.7 per cent, compared with the approved provision for training-related travel in 2012/13
The Committee recommends that in future reports on benefits and cost savings, further effort be made to gather and provide reliable supporting information to enable the cause and effect relationships between actions taken and any reported benefits or savings being reported to be clearly demonstrated. The Committee notes that reporting on the evaluation of the impact of efficiency measures on mandate and service delivery remains deficient at this stage (para. 86)	MINUSTAH takes note of the Committee's observation. To the extent possible, the causes and the cost savings expected as a result of efficiency measures proposed in the budget period have been indicated in the relevant section of the present report
The Advisory Committee recommends that the Secretary-General be requested to review vehicle and information technology equipment holdings in peacekeeping operations and to align such holdings with the standard ratios established by the Department of Field Support and promulgated in the Standard Cost and Ratio Manual. The Committee requests that information in that regard be provided in the context of the next overview report. The Committee recognizes that mission-specific operational circumstances may exist that justify holdings in excess of the standard ratios and requests that, where applicable, such justification be clearly outlined in the 2013/14 budget proposals for the missions concerned (para. 91)	Owing to the drawdown of the Mission's post-earthquake surge activities and the corresponding reduction in the number of Mission personnel, the Mission's vehicle and information technology holdings during the 2012/13 budget period were in excess of the standard ratios. The Mission subsequently took immediate steps to optimize its vehicle holdings by moving to strictly enforce the provision of vehicles in accordance with the standard ratios among all sections, including returning excess vehicles to stock, if appropriate. Accordingly, the Mission's vehicle holdings are in line with the standard ratios for most categories of personnel. Similarly, with regard to the Mission's information technology equipment holdings, the Mission took immediate steps to optimize its holdings by writing off technologically obsolete equipment while minimizing the purchase of replacements
The Committee is of the view that the holdings of information technology equipment by peacekeeping operations should also be based on planned deployment levels of personnel for the period concerned or, if higher, on actual deployment in the Mission, rather than on the full authorized level of personnel (para. 92)	The Mission takes note of the Committee's observation and affirms that every effort is being made to align its ratios with those promulgated in the Standard Cost and Ratio Manual. Significant improvements in this area have already been achieved, and it is anticipated that during the 2013/14 period the Mission's ratios will be mostly aligned with the standard ratios

	While the proposed holdings for national staff exceed standard ratios, it should be noted that, with the nationalization of 15 posts and United Nations Volunteer positions and the ongoing efforts aimed at national capacity-building, the number of national staff in administrative, support and substantive areas has increased, while their functions necessitate access to individual computer devices comparable to that available to international civilian personnel Similarly, the Mission's equipment ratio for United Nations police personnel is slightly higher than the standard ratio. While the Mission strives to adhere to the standard ratio, it should be noted that United Nations police personnel deal with confidential and sensitive information that necessitates the use of individual computer devices
The Committee is of the view that Rotation Coordinators provide a valuable service to troop- and police-contributing countries and expects that the Secretary-General will seek to identify the resources necessary to ensure their use (para. 102)	The Mission actively supports the Rotation Coordinator programme and has assigned movement control staff to all rotations conducted by way of United Nations charter flights. Where possible, Rotation Coordinators are assigned from peacekeeping missions located in the geographical vicinity of the troop- and police-contributing countries in order to reduce travel expenses related to the deployment of Rotation Coordinators
The Committee requests that future budget proposals for peacekeeping operations include specific information on all construction projects for which resources of more than $1 million are sought for the financial period in question (para. 106)	The present budget proposal does not include construction projects with resource requirements in excess of $1 million
The Advisory Committee notes the actions taken to transfer vehicles between missions to meet emerging requirements but remains of the view that a further review of the vehicle holdings of peacekeeping missions is required (para. 110)	The Mission is committed to the principle of aligning vehicle ratios with the standard ratios established by the Department of Field Support and promulgated in the Standard Cost and Ratio Manual. A review of vehicle holdings was conducted by the Mission's Vehicle Establishment Committee on 5 August 2012, and further reviews will be carried out in line with the additional reduction in Mission personnel
The Committee recognizes that operational developments may, on occasion, lead to additional requirements for travel. The Committee is concerned, however, about the level of overexpenditure on travel reported for the 2010/11 period. The Committee stresses the importance that travel requirements be properly budgeted and that every effort be made to ensure that travel expenditures remain within approved provisions (para. 137)	The Mission takes note of the Committee's observation and makes every effort to ensure that travel expenditure remains within approved provisions. During the 2011/12 period, expenditure for non-training-related official travel was 55.7 per cent below the approved budget (and, as noted above, expenditure for training-related official travel was 39.0 per cent below budget). The underexpenditure on official travel for non-training purposes was

	attributable to measures established to manage and minimize travel within the Mission by utilizing videoconferencing resources when feasible and limiting within-mission travel on an exceptional basis only. Output and service delivery were not, however, affected by these measures. As a result of the implementation of ongoing internal measures and the reduction in the number of Mission personnel, the Mission's proposed 2013/14 budget for non-training-related official travel is 10.8 per cent below the approved 2012/13 budget (with training-related official travel 53.7 per cent below the 2012/13 budget)
The Committee notes the reduction in the provision for official travel but is of the view that requirements in this area should continue to be kept under close review. While the Committee accepts that the effective delivery of mandates necessitates travel, it is concerned about the disruption to the day-to-day work of staff and the possible impact on programme delivery of prolonged absences from duty stations (see also A/66/739, paras. 3 and 26). As such, the Committee considers that maximum use should be made of advances in information and communications technology and other methods of representation to reduce the need for travel. The Committee has also raised particular concerns about the level of training-related travel being undertaken (para. 138)	The Mission takes note of the Committee's observation on official travel. As noted above, during the 2011/12 period, official travel for training was 39.0 per cent below the approved provision, primarily as a result of training organized within the mission area (instead of outside the mission area, as budgeted for). While the fact that the Mission's proposed 2013/14 budget for official travel for training is 53.7 per cent lower than the approved 2012/13 provision is attributable in part to the reduction in the number of Mission personnel, it also results from the increased focus on training organized within the mission area, which reduces the need for travel and prolonged absence from the Mission
The Committee welcomes the reported positive effect of quick-impact projects and reiterates the need for lessons learned and best practices in this area to be shared among peacekeeping operations. The Committee reiterates the need for quick-impact projects to be implemented in a timely manner and be fully coordinated with humanitarian and development partners in line with the needs of the local population (para. 139)	Best practices and lessons learned are shared with other missions in various ways, such as through the participation of a mission's quick-impact project staff in the annual training of quick-impact project managers, in which participants share their experiences, and through the civil affairs network and an ad hoc e-group of quick-impact project staff members in which various documents and tools are circulated and participants can share opinions and experiences and address questions to and receive answers and guidance from colleagues. MINUSTAH will circulate the evaluation study on its quick-impact project programme as soon as the final version is approved by the Mission's senior management It should be noted that the delay in the implementation of projects is attributable mainly to the country's specificities related to political instability and its socioeconomic conditions. Indeed, important external factors inherent to the country's situation, which are beyond the Mission's control, delay the implementation of projects and the disbursement of

funds. For example, the slow pace of the decision-making process of Haitian authorities, the high level of illiteracy and the scarce presence of experienced partners nationwide and especially outside Port-au-Prince are shortcomings that cannot be addressed in the short term and with procedural changes. Nevertheless, quick-impact project focal points receive training on project management on an annual basis to enable them to better monitor the project cycle and mentor local authorities and implementing partners and thus strengthen their capacities. The Mission also provides technical and logistical support when possible. The Mission monitors the implementation cycles of all projects as closely as possible to ensure the minimization of delays

With respect to coordination with humanitarian and development partners, the Mission's quick-impact project programme management is under the responsibility of the Civil Affairs Section, which is part of the pillar of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator). This structure allows for effective coordination with the United Nations country team, humanitarian and development actors and other international donors in general. At the operational level, the education, water and sanitation humanitarian clusters are engaged in the evaluation of quick-impact project proposals when the request for funding falls within their field of work. All funding requests for public infrastructure and services must also be endorsed by the relevant governmental authority before being submitted to the Mission. The needs of the local population are at the centre of the whole project cycle, from project identification and assessment, where the impact in terms of the needs of the local population is one of the main criteria for selection, to project implementation, where the local communities are involved as much as possible in the project activities, and ultimately at the evaluation stage, during which the final beneficiaries' opinions are sought

The Committee commends the positive impact of community violence-reduction programmes in MINUSTAH and trusts that lessons learned, where applicable, will be shared with other peacekeeping operations (para. 140)

Pursuant to a request from United Nations Headquarters, the Chief of the Mission's Community Violence Reduction Section visited the Sudan to meet with peers in the United Nations Mission in the Sudan (UNMIS) and the African Union-United Nations Hybrid Operation in Darfur (UNAMID) in May 2011 in order to share lessons learned from the Mission's experiences. In addition, the Section routinely shares

	lessons learned during the annual meeting of disarmament, demobilization and reintegration practitioners. Topics discussed include the Mission's bottom-up approach involving local community-based partners aimed at implementing solutions to reduce violence, its methodology with regard to identifying networks of international and local partners, and the management of projects funded by its Community Violence Reduction programme, including the utilization of a database to monitor ongoing projects
The Advisory Committee is concerned that the same peacekeeping operations consistently account for the majority of allegations received on sexual exploitation and abuse. The Committee considers that there is a need for stricter enforcement of standards of conduct and an intensified focus on prevention measures in those missions and requests that information on additional steps taken be provided in the next report of the Secretary-General (para. 159)	In June 2012, the Mission launched an integrated strategy regarding the prevention of misconduct, especially sexual exploitation and abuse, which strengthens existing measures aimed at preventing misconduct and allowing for more proactive measures. A key aspect of the strategy is that it holds civilian managers and military commanders accountable for taking preventive measures and for ensuring that those under their supervision/command are aware of their duties and obligations vis-à-vis the United Nations standard of conduct and the Mission's code of conduct. Civilian managers and military commanders are then evaluated in terms of such efforts in their performance appraisals. The measures outlined in the strategy, along with the commitment by the Mission's senior leaders to improving oversight and accountability, permit a swifter, more robust response to allegations and ensure that the Mission takes a stronger and more visible stance to fully uphold the United Nations policy of zero tolerance for misconduct

(A/66/718/Add.11)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee expects that all outstanding claims will be settled expeditiously. In addition, the Committee expects that the 8 draft memorandums of understanding will be finalized as soon as possible (para. 11)	As at 31 December 2012, the Mission had 31 signed and 1 draft memorandums of understanding. Following the repatriation of 1 formed police unit during 2012/13, the Mission will have 30 signed and 1 draft memorandums of understanding
	As at 4 January 2013, there were no death and disability claims with respect to the Mission
The Advisory Committee is of the opinion that the formulation of indicators of achievement could be improved in order to better reflect what could realistically be accomplished by the Mission itself and activities for which the Mission could be held accountable. In addition, the Committee stresses that	The Mission takes note of the Committee's observation. The results-based-budgeting frameworks in the present proposal reflect planned outputs for the 2013/14 period

care should be taken to ensure that results-based-budgeting frameworks accurately reflect planned activities for the financial period to which they relate (para. 16)	
The Advisory Committee urges the Secretary-General to use all available mechanisms in order to fill the remaining vacant posts (para. 21)	MINUSTAH makes all necessary efforts to comply with the Committee's recommendation, in accordance with the revised standard operating procedure on recruitment in peacekeeping operations
The Advisory Committee does not object to the continuation of the D-2 position of Director of Mission Support on the understanding that an appropriate justification will be required for any further continuation beyond the 2012/13 period (para. 28)	As reflected in paragraphs 112 and 113 above, the 2013/14 budget proposal includes the retention of the temporary position of Director of Mission Support (D-2) through June 2014 to oversee and guide the transition of the Mission and provide the basis for a scalable operation for the Mission in subsequent periods
The Advisory Committee encourages MINUSTAH to increase the use of the Field Central Review Board roster to fill its vacant posts (para. 29)	The Mission acknowledges the Committee's recommendation
The Advisory Committee encourages MINUSTAH to maximize the use of its training resources and reiterates its position that travel for training should be kept under close review and limited to the extent possible (para. 34)	As reflected in the present report, during the 2011/12 reporting period, expenditure on official travel for training was 39.0 per cent below the provision, primarily as a result of training organized within the mission area (instead of outside it). While the fact that the Mission's proposed 2013/14 budget for training-related official travel for training is 53.7 per cent lower than the approved 2012/13 provision is attributable in part to the reduction in the number of Mission personnel, it also results from the increased focus on training organized within the mission area, which reduces the need for travel for external training and prolonged absence from the Mission
The Advisory Committee expects that subsequent to the ongoing review of equipment holdings and taking into account the partial drawdown of the post-earthquake surge activities, action will be taken to align the ratios in MINUSTAH with the standard ratios. The Committee requests that information in this regard, including justification for proposed holdings in excess of the standard ratios, be provided in the context of the budget proposal for 2013/14 (para. 37)	As reflected in the present report, the Mission's vehicle and information technology ratios during the 2012/13 budget period were in excess of the standard ratios, owing to the drawdown of the Mission's post-earthquake surge activities and the corresponding reduction in the number of Mission personnel. The Mission subsequently took immediate steps to optimize its vehicle holdings by moving to strictly enforce the provision of vehicles in accordance with the standard ratios among all sections, including returning excess vehicles to stock, if appropriate. Accordingly, the Mission's vehicle holdings are now in line with the standard ratios for most categories of personnel. Similarly, with regard to the Mission's information technology equipment holdings, the Mission took immediate steps to optimize its holdings by writing off technologically obsolete equipment while minimizing the purchase of replacements

The Advisory Committee commends the contribution of the programme for community violence reduction to reducing the risk of resurgence of violence in communities at risk through the employment of young people and encourages the Secretariat to share the lessons learned with other missions (para. 45)	As indicated in the present report, pursuant to a request from United Nations Headquarters, the Chief of the Mission's Community Violence Reduction Section visited the Sudan in May 2011 to meet with counterparts in UNMIS and UNAMID in order to share lessons learned from the Mission's experiences. In addition, the Section routinely shares lessons learned during the annual meeting of disarmament, demobilization and reintegration practitioners. Topics discussed include the Mission's bottom-up approach involving local community-based partners aimed at implementing solutions to reduce violence, its methodology with regard to identifying networks of international and local partners, and the management of projects funded by its Community Violence Reduction programme, including the utilization of a database to monitor ongoing projects
The Advisory Committee recalls its earlier stated opinion, and the recommendation of the Board of Auditors, that the Secretary-General should examine the long-term necessity of maintaining the Santo Domingo Support Office and report to the General Assembly in the context of the proposed budget for 2012/13 (A/65/743/Add.15, para. 47). In that regard, the Committee notes that a strategic assessment and high-level functional review analysis of the Office is being carried out. The Advisory Committee looks forward to the report of the Secretary-General on the outcome of the exercise in the context of the proposed budget for MINUSTAH for the 2013/14 period (para. 47)	A strategic review of the Santo Domingo Support Office was undertaken during the 2011/12 period to define a cost-effective and operationally efficient system for the delivery of support services. As reflected in the present report, the review determined that some functions in the areas of finance and human resources should remain in Santo Domingo while others, such as procurement, should be relocated to Port-au-Prince. In addition, as part of the cost-benefit analysis, it was determined that the Office would be relocated from its current premises, near the airport, to a location in the centre of Santo Domingo. The outcome of the review is presented in paragraphs 22, 116, 122, 134 and 141 above
	The strategic review of the Santo Domingo Support Office also confirmed that an administrative and finance back office, as a family duty station, in a country with a developed infrastructure and a local labour pool would be operationally viable in the long term. The Mission will further review the Office with a view to developing a model for an administrative back office supporting one mission
The Advisory Committee cautions against the duplication of support functions between MINUSTAH headquarters in Port-au-Prince and the Santo Domingo Support Office. The Committee is of the view that the staffing structure and budgetary resources for the Support Office should be kept under review in the context of the outcome of the cost-benefit analysis undertaken by MINUSTAH following the strategic assessment and high-level functional review analysis (para. 51)	Refer to the preceding response Furthermore, as indicated in paragraphs 22, 122 and 134 above, there will be no duplication of tasks between MINUSTAH headquarters in Port-au-Prince and the Santo Domingo Support Office. The proposed staffing structure and resource requirements for 2013/14 reflect the outcome of the strategic assessment and high-level functional review analysis

C. Board of Auditors

(A/66/5 (Vol.II))

Request/recommendation	*Action taken to implement request/recommendation*
The Board recommends that the Administration require field missions to strictly adhere to the Controller's requirement that they seek prior approval for redeployments prior to incurring expenditures (para. 48)	The Mission strictly adheres to the Controller's requirement to seek prior approval for redeployments prior to incurring expenditures
The Board recommends that the Administration enhance the existing monitoring and review of budgetary redeployments to ensure that they are fully justified as they arise and before expenditures are incurred (para. 49)	The Mission strictly adheres to the Controller's requirement to ensure that redeployments are fully justified as they arise and before expenditures are incurred
The Board recommends that the Department of Field Support ensure that MINUSTAH develop a strategic review on the establishment and function of the Santo Domingo Liaison and Support Centre, following the earthquake relief efforts and present a strategic plan to the governing body for approval in order to ensure optimal support of the Mission's objectives (para. 228)	As reflected in paragraph 22 above, a strategic review of the Santo Domingo Support Office was undertaken during the 2011/12 period in order to define a cost-effective and operationally efficient system for the delivery of services from a back office supporting one mission. Accordingly, the outcome of the assessment has been taken into account in the 2013/14 budget proposal

D. Office of Internal Oversight Services

(A/66/286 (Part II))

Request/recommendation	*Action taken to implement request/recommendation*
MINUSTAH should fully implement the aviation operational risk management policy; namely, it should formally establish an implementation task group on the policy (para. 20)	The Mission has fully implemented the aviation operational risk management policy and has formally established an implementation task group on the policy

(A/66/740 and Corr.1)

Request/recommendation	*Action taken to implement request/recommendation*
MINUSTAH should expedite consultations with Haitian counterparts for the early adoption of the proposed Haitian National Police development plan 2012-2016 and identify key priorities to better focus its own support, with input from the Department of Peacekeeping Operations (para. 81)	On 31 August 2012, the Prime Minister of Haiti called for an extraordinary meeting of the Superior Council of the National Police, at which the only agenda item was the adoption of the Haitian National Police development plan 2012-2016. The meeting included all members of the Superior Council, the Minister of Economy and Finance, the Minister of National Defence, the Secretary of State for Public Security and the Attorney-General. From the international community, representatives of MINUSTAH and

	several donors (Canada, France, Japan and the United States of America) attended. Following discussions on several topics, the Prime Minister of Haiti concluded the meeting by stating that the Superior Council had adopted the development plan 2012-2016 in its entirety and called upon donors and stakeholders, particularly the Director General of the Haitian National Police, to begin implementing the plan. As several tasks set out in the plan (such as professionalizing the human resources of the Haitian National Police, strengthening the force's operational capacity developing its institutional capacity and strengthening the donor coordination mechanism) fall within the mandate of the Mission, efforts are ongoing to ensure that effective implementation mechanisms are in place and resources are aligned to support initiatives within the scope of the plan
MINUSTAH, together with the United Nations country team, should renew efforts to strengthen a common United Nations approach to supporting rule-of-law initiatives, while taking immediate action to coordinate the Mission's components. To that end, MINUSTAH should clarify and strengthen the role of the Rule of Law Coordinator (para. 81)	The position of Rule of Law Coordinator is currently under recruitment and is expected to be filled in the next few months, at which time a clear, concrete delineation of the Coordinator's role and the related organizational structure will be operationalized. The main strategic planning document guiding United Nations assistance to the Government, the integrated strategic framework for 2013-2016, was endorsed by the national authorities in August 2012, and outlines prioritized common goals in building and strengthening rule-of-law-related institutions from a multidisciplinary perspective
MINUSTAH, alongside the international community, should develop a compact with the Government of Haiti to reform the rule of law and other essential governing institutions. Such a compact should formally set out responsibilities for achieving mutually agreed benchmarks and serve as a means to enhance mutual accountability among partners (para. 81)	Priorities in the area of the rule of law were articulated in various forums by both MINUSTAH and the national authorities in 2011/12 (e.g., declarations by two Prime Ministers, speeches by the President and by the MINUSTAH consolidation task force); however, a compact to reform the rule of law was not embraced by the national authorities, and its attainment therefore remained elusive during the past two years
MINUSTAH should examine the double-hatting of its Human Rights Section and propose means to: (a) assist the Human Rights Section to strengthen implementation of the human rights mandate; and (b) simplify and harmonize related programmatic reporting (para. 81)	The Mission has paid attention to the role of the Human Rights Section in the context of the restructuring of the Mission as proposed in the present report; however, a final decision on the possible merger of selected posts in the Child Protection Unit and the Gender Unit into the Human Rights Section is still pending. If implemented, such a decision could reinforce the Section's capacity to deliver on its mandate. The simplification and harmonization of human rights programmatic reporting, however, remain a challenge, owing to differing reporting cycles

MINUSTAH should revisit its current practices of limited public reporting on human rights and release more comprehensive human rights monitoring reports on a regular basis (para. 81)	The Human Rights Section has released a public report on sexual and gender-based violence and has begun issuing biannual reports on the human rights situation in Haiti, in accordance with the 2008 policy directive on public reporting by human rights components of United Nations peace operations. The first such report was issued in September 2012, and the second is expected to be issued in March 2013

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see sect. I);

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.

- **External**: variances caused by parties or situations external to the United Nations.

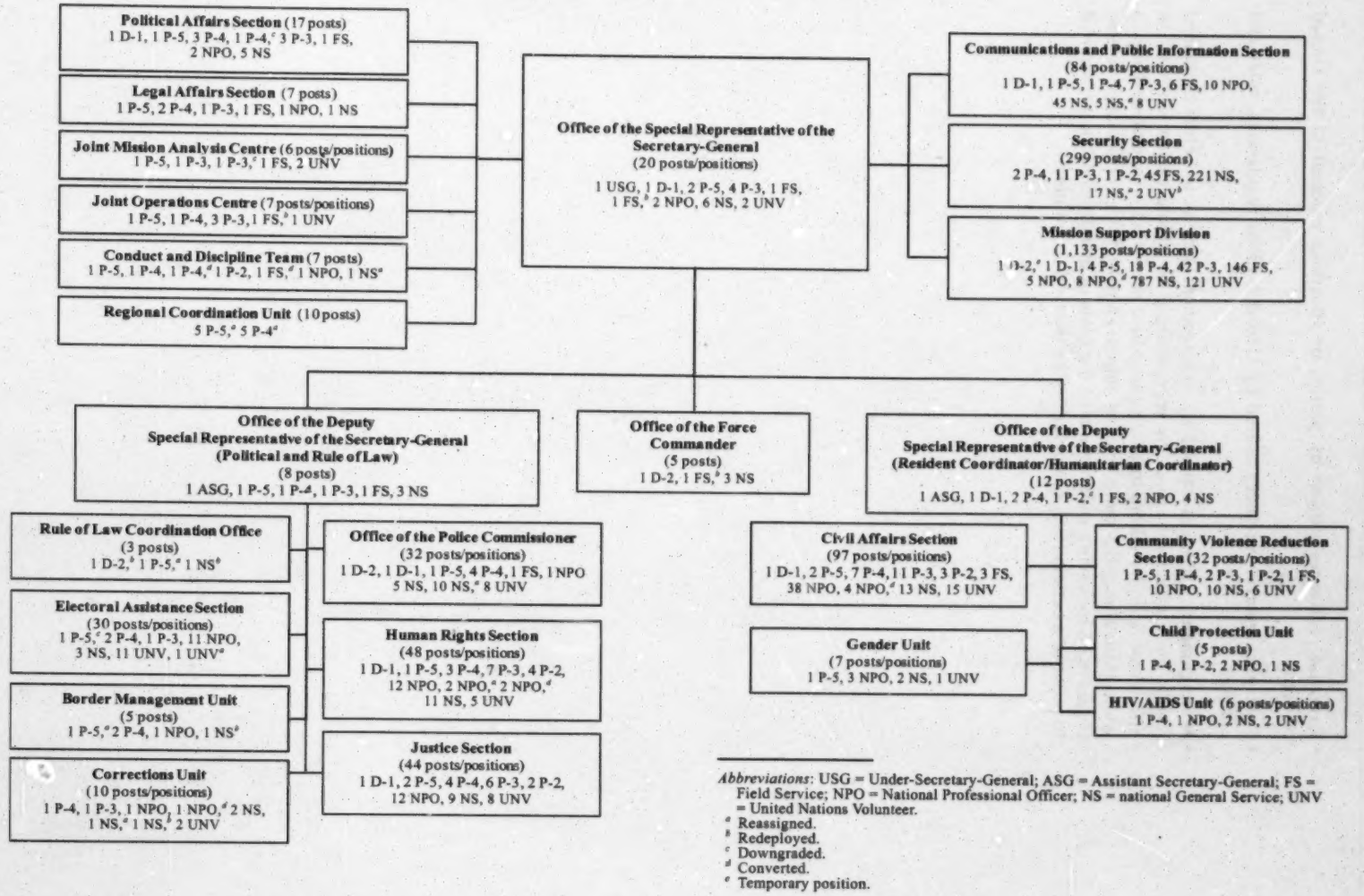
- **Cost parameters**: variances caused by United Nations regulations, rules and policies.

- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment).

Annex II

Organization charts

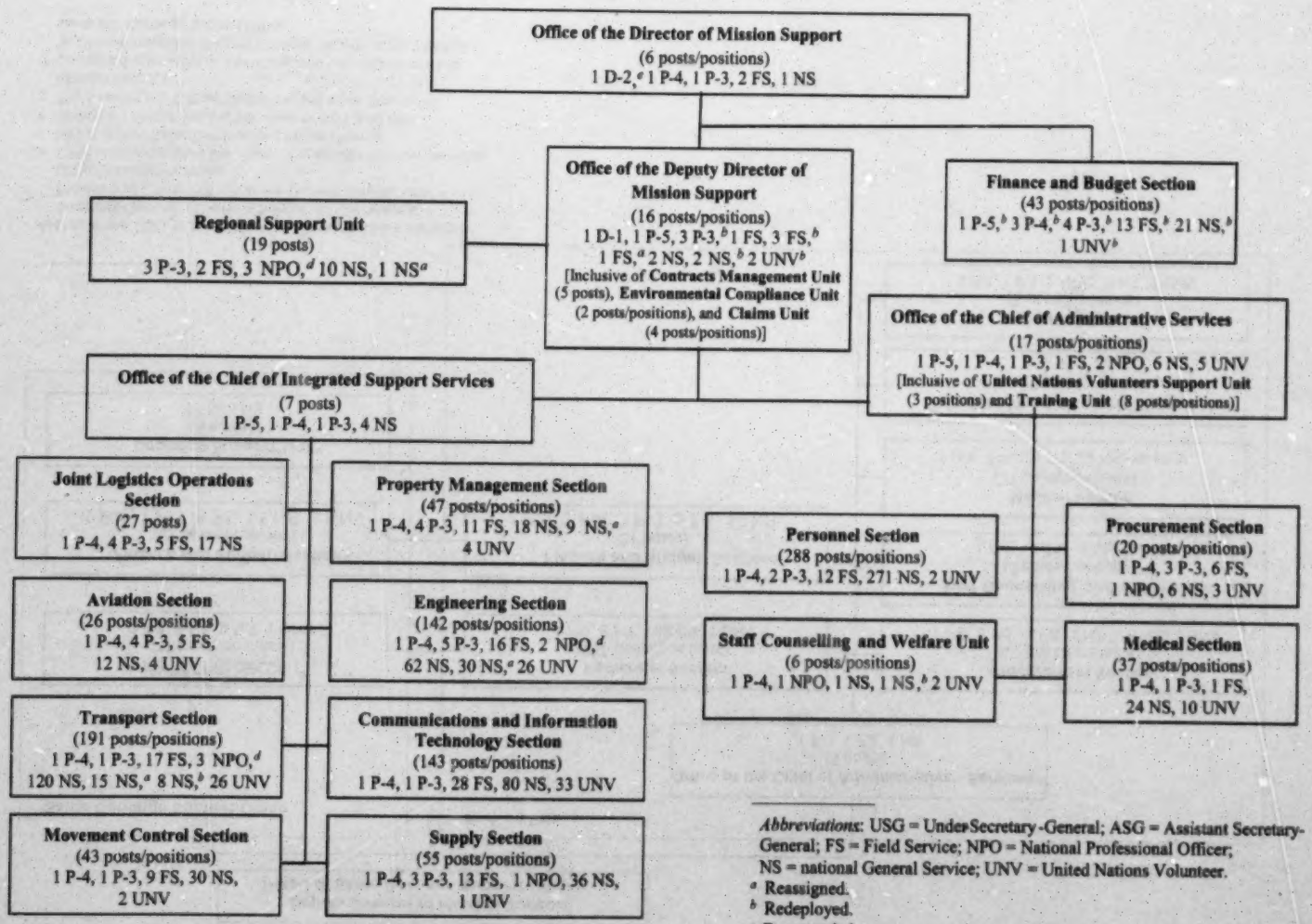
A. United Nations Stabilization Mission in Haiti


Political Affairs Section (17 posts)
1 D-1, 1 P-5, 3 P-4, 1 P-4,[c] 3 P-3, 1 FS, 2 NPO, 5 NS
Legal Affairs Section (7 posts)
1 P-5, 2 P-4, 1 P-3, 1 FS, 1 NPO, 1 NS
Joint Mission Analysis Centre (6 posts/positions)
1 P-5, 1 P-3, 1 P-3,[c] 1 FS, 2 UNV
Joint Operations Centre (7 posts/positions)
1 P-5, 1 P-4, 3 P-3, 1 FS,[b] 1 UNV
Conduct and Discipline Team (7 posts)
1 P-5, 1 P-4, 1 P-4,[d] 1 P-2, 1 FS,[d] 1 NPO, 1 NS[e]
Regional Coordination Unit (10 posts)
5 P-5,[e] 5 P-4[e]
Office of the Special Representative of the Secretary-General
(20 posts/positions)
1 USG, 1 D-1, 2 P-5, 4 P-3, 1 FS, 1 FS,[b] 2 NPO, 6 NS, 2 UNV
Communications and Public Information Section
(84 posts/positions)
1 D-1, 1 P-5, 1 P-4, 7 P-3, 6 FS, 10 NPO, 45 NS, 5 NS,[e] 8 UNV
Security Section
(299 posts/positions)
2 P-4, 11 P-3, 1 P-2, 45 FS, 221 NS, 17 NS,[e] 2 UNV[b]
Mission Support Division
(1,133 posts/positions)
1 D-2,[e] 1 D-1, 4 P-5, 18 P-4, 42 P-3, 146 FS, 5 NPO, 8 NPO,[d] 787 NS, 121 UNV
Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)
(8 posts)
1 ASG, 1 P-5, 1 P-4, 1 P-3, 1 FS, 3 NS
Office of the Force Commander
(5 posts)
1 D-2, 1 FS,[b] 3 NS
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)
(12 posts)
1 ASG, 1 D-1, 2 P-4, 1 P-2,[c] 1 FS, 2 NPO, 4 NS
Rule of Law Coordination Office
(3 posts)
1 D-2,[b] 1 P-5,[e] 1 NS[b]
Electoral Assistance Section
(30 posts/positions)
1 P-5,[c] 2 P-4, 1 P-3, 11 NPO, 3 NS, 11 UNV, 1 UNV[e]
Border Management Unit
(5 posts)
1 P-5,[e] 2 P-4, 1 NPO, 1 NS[e]
Corrections Unit
(10 posts/positions)
1 P-4, 1 P-3, 1 NPO, 1 NPO,[d] 2 NS, 1 NS,[e] 1 NS,[b] 2 UNV
Office of the Police Commissioner
(32 posts/positions)
1 D-2, 1 D-1, 1 P-5, 4 P-4, 1 FS, 1 NPO 5 NS, 10 NS,[e] 8 UNV
Human Rights Section
(48 posts/positions)
1 D-1, 1 P-5, 3 P-4, 7 P-3, 4 P-2, 12 NPO, 2 NPO,[e] 2 NPO,[d] 11 NS, 5 UNV
Justice Section
(44 posts/positions)
1 D-1, 2 P-5, 4 P-4, 6 P-3, 2 P-2, 12 NPO, 9 NS, 8 UNV
Civil Affairs Section
(97 posts/positions)
1 D-1, 2 P-5, 7 P-4, 11 P-3, 3 P-2, 3 FS, 38 NPO, 4 NPO,[d] 13 NS, 15 UNV
Gender Unit
(7 posts/positions)
1 P-5, 3 NPO, 2 NS, 1 UNV
Community Violence Reduction Section (32 posts/positions)
1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 FS, 10 NPO, 10 NS, 6 UNV
Child Protection Unit
(5 posts)
1 P-4, 1 P-2, 2 NPO, 1 NS
HIV/AIDS Unit (6 posts/positions)
1 P-4, 1 NPO, 2 NS, 2 UNV

Abbreviations: USG = Under-Secretary-General; ASG = Assistant Secretary-General; FS = Field Service; NPO = National Professional Officer; NS = national General Service; UNV = United Nations Volunteer.

[a] Reassigned.
[b] Redeployed.
[c] Downgraded.
[d] Converted.
[e] Temporary position.

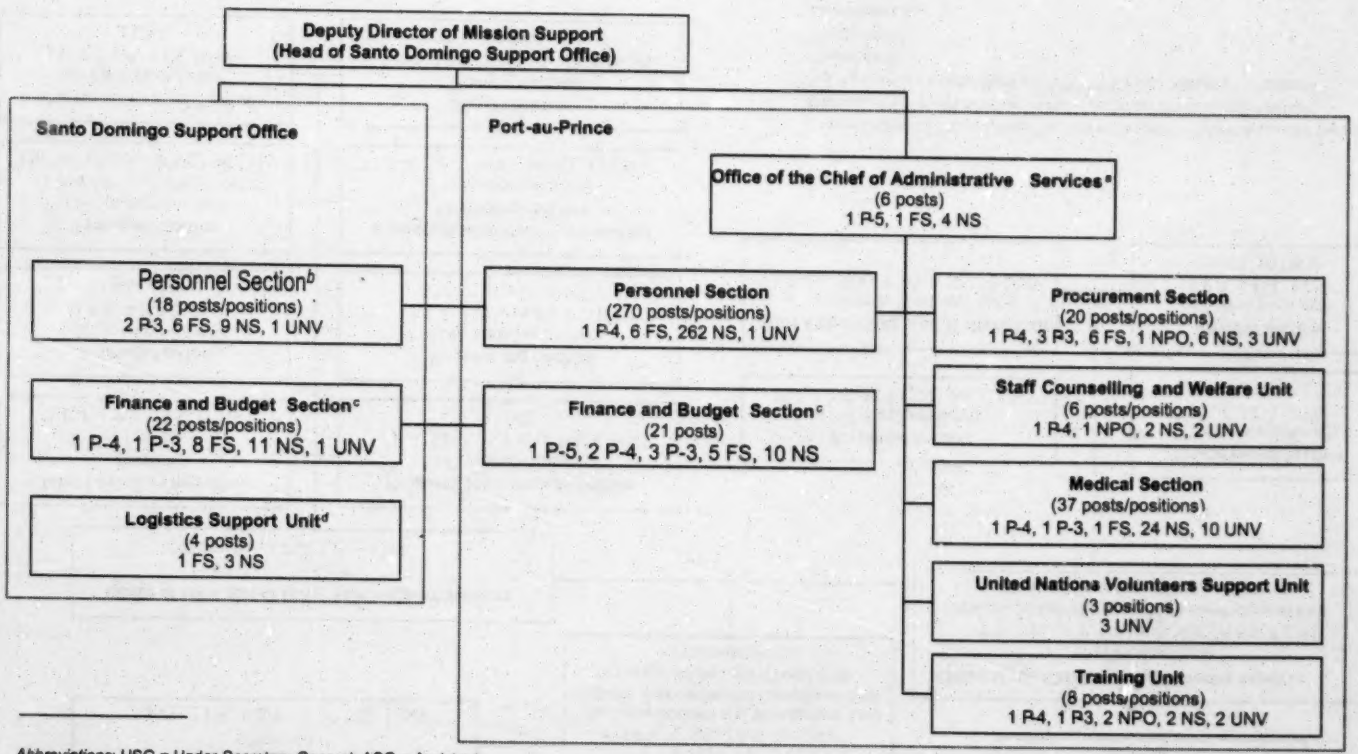
B. Mission Support Division


Office of the Director of Mission Support
(6 posts/positions)
1 D-2,[c] 1 P-4, 1 P-3, 2 FS, 1 NS
Office of the Deputy Director of Mission Support
(16 posts/positions)
1 D-1, 1 P-5, 3 P-3,[b] 1 FS, 3 FS,[b] 1 FS,[a] 2 NS, 2 NS,[b] 2 UNV[b]
[Inclusive of Contracts Management Unit (5 posts), Environmental Compliance Unit (2 posts/positions), and Claims Unit (4 posts/positions)]
Finance and Budget Section
(43 posts/positions)
1 P-5,[b] 3 P-4,[b] 4 P-3,[b] 13 FS,[b] 21 NS,[b] 1 UNV[b]
Regional Support Unit
(19 posts)
3 P-3, 2 FS, 3 NPO,[d] 10 NS, 1 NS[a]
Office of the Chief of Administrative Services
(17 posts/positions)
1 P-5, 1 P-4, 1 P-3, 1 FS, 2 NPO, 6 NS, 5 UNV
[Inclusive of United Nations Volunteers Support Unit (3 positions) and Training Unit (8 posts/positions)]
Office of the Chief of Integrated Support Services
(7 posts)
1 P-5, 1 P-4, 1 P-3, 4 NS
Joint Logistics Operations Section
(27 posts)
1 P-4, 4 P-3, 5 FS, 17 NS
Property Management Section
(47 posts/positions)
1 P-4, 4 P-3, 11 FS, 18 NS, 9 NS,[e] 4 UNV
Personnel Section
(288 posts/positions)
1 P-4, 2 P-3, 12 FS, 271 NS, 2 UNV
Procurement Section
(20 posts/positions)
1 P-4, 3 P-3, 6 FS, 1 NPO, 6 NS, 3 UNV
Aviation Section
(26 posts/positions)
1 P-4, 4 P-3, 5 FS, 12 NS, 4 UNV
Engineering Section
(142 posts/positions)
1 P-4, 5 P-3, 16 FS, 2 NPO,[d] 62 NS, 30 NS,[e] 26 UNV
Staff Counselling and Welfare Unit
(6 posts/positions)
1 P-4, 1 NPO, 1 NS, 1 NS,[b] 2 UNV
Medical Section
(37 posts/positions)
1 P-4, 1 P-3, 1 FS, 24 NS, 10 UNV
Transport Section
(191 posts/positions)
1 P-4, 1 P-3, 17 FS, 3 NPO,[d] 120 NS, 15 NS,[a] 8 NS,[b] 26 UNV
Communications and Information Technology Section
(143 posts/positions)
1 P-4, 1 P-3, 28 FS, 80 NS, 33 UNV
Movement Control Section
(43 posts/positions)
1 P-4, 1 P-3, 9 FS, 30 NS, 2 UNV
Supply Section
(55 posts/positions)
1 P-4, 3 P-3, 13 FS, 1 NPO, 36 NS, 1 UNV

Abbreviations: USG = Under-Secretary-General; ASG = Assistant Secretary-General; FS = Field Service; NPO = National Professional Officer; NS = national General Service; UNV = United Nations Volunteer.

[a] Reassigned.
[b] Redeployed.
[c] Downgraded.
[d] Converted.
[e] Temporary position.

C. Santo Domingo Support Office and Office of the Chief of Administrative Services


Deputy Director of Mission Support
(Head of Santo Domingo Support Office)
Santo Domingo Support Office
Personnel Section[b]
(18 posts/positions)
2 P-3, 6 FS, 9 NS, 1 UNV
Finance and Budget Section[c]
(22 posts/positions)
1 P-4, 1 P-3, 8 FS, 11 NS, 1 UNV
Logistics Support Unit[d]
(4 posts)
1 FS, 3 NS
Port-au-Prince
Office of the Chief of Administrative Services[a]
(6 posts)
1 P-5, 1 FS, 4 NS
Personnel Section
(270 posts/positions)
1 P-4, 6 FS, 262 NS, 1 UNV
Finance and Budget Section[c]
(21 posts)
1 P-5, 2 P-4, 3 P-3, 5 FS, 10 NS
Procurement Section
(20 posts/positions)
1 P-4, 3 P-3, 6 FS, 1 NPO, 6 NS, 3 UNV
Staff Counselling and Welfare Unit
(6 posts/positions)
1 P-4, 1 NPO, 2 NS, 2 UNV
Medical Section
(37 posts/positions)
1 P-4, 1 P-3, 1 FS, 24 NS, 10 UNV
United Nations Volunteers Support Unit
(3 positions)
3 UNV
Training Unit
(8 posts/positions)
1 P-4, 1 P-3, 2 NPO, 2 NS, 2 UNV

Abbreviations: USG = Under-Secretary-General; ASG = Assistant Secretary-General; FS = Field Service; NPO = National Professional Officer; NS = national General Service; UNV = United Nations Volunteer.

a Chief of Administrative Services manages administrative services based in both Santo Domingo and Port-au-Prince.

b Including 1 United Nations Volunteer in the Travel Unit.

c The Finance and Budget Section reports tot eh Director of Mission Support.

d Logistics Support Unit, a unit of the Joint Logistics Operations Section of Integrated Support Services, reports to the Head of the Santo Domingo Support Office.

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
Institutional rebuilding	*Justice and the rule of law*		
Contribute to the consolidation of the rule of law through improved democratic governance, and support the reform of public administration, the implementation of a consensus legislative agenda and the strengthening of civil society	On the basis of a mutual commitment between the United Nations and Haitian authorities, national institutions, including those responsible for the rule of law, are further strengthened in order to perform the duties of public administration and provide basic services Control and accountability mechanisms are strengthened, including the Superior Council of the Judiciary, the Court of Cassation, the General Inspectorate of the Haitian National Police, the Office for the Protection of Citizens, the Judicial Inspectorate, the Court of Auditors and Administrative Disputes, and the Anti-Corruption Unit	• The Superior Council of the Judiciary has internal regulations on key matters including standard operating procedures, regulations on human resource management, and regulations on the mechanisms of decision-making; the budget is prepared; and judges and administrative staff have proper workspace • The decisions of the Superior Council of the Judiciary are published and available to be used as jurisprudence • A development plan is created for the General Inspectorate of the Haitian National Police • The Anti-Corruption Unit deals with 40 cases per year and opens two additional offices • The Office for the Protection of Citizens is present in all 10 departments, with at least one person, in well-equipped permanent offices. The Office is funded in its entirety through the State budget, in line with the requirement of independence required by the principles of the Paris Declaration	Lead: UNDP Partners: MINUSTAH (rule of law, justice, corrections, civil affairs, political affairs, human rights, United Nations police, border management, Conduct and Discipline Team, electoral assistance) United Nations country team (UNDP, UNICEF, UN-Women, UNFPA, UNESCO, UNEP, WFP, UN-Habitat, IOM) Government of Haiti (Ministry of Planning and External Cooperation, Ministry of Justice and Public Security, Ministry of Women's Affairs and Women's Rights, Ministry of Economy and Finance, Institute for Social Welfare and Research, Service Plus employees' union, Haitian National Police, Ministry of the Interior, Territorial Collectivities and National Defence) Mechanism: United Nations integrated strategic framework

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	Public administration		
	The public service is gradually modernized, and the promotion of women to positions of high responsibility is encouraged	• The action plan for the reform of the State is defined and establishes a baseline for women in executive positions at the central level	Lead: UNDP Partners: MINUSTAH (civil affairs, human rights, gender) United Nations country team (UNDP, UN-Women, UNICEF, UN-Habitat) Government of Haiti (Office of the Prime Minister, Office of the President, Ministry of Planning and External Cooperation, Ministry of Justice and Public Security, Ministry of Women's Affairs and Women's Rights, Office for the Protection of Citizens, Ministry of Economy and Finance, Institute for Social Welfare and Research, Ministry of the Interior, Territorial Collectivities and National Defence) Mechanism: United Nations integrated strategic framework
	Democratic governance		
	The political environment is sufficiently stable and democratic to ensure the continuity of national institutions and greater respect for human rights	• By the end of 2013, the Senate and the Chamber of Deputies have adopted, and the executive branch has promulgated, 50 per cent of the key laws and reforms included in the parliamentary agenda • A Permanent Electoral Council is able to organize and coordinate the holding of transparent, fair and credible parliamentary elections in at least 4 departments, with the help of external partners and security, technical and logistical support from MINUSTAH	Lead: MINUSTAH (political affairs) Partners: MINUSTAH (civil affairs, human rights, electoral assistance) United Nations country team (UNDP, UNICEF, UN-Women) Government of Haiti (Office of the Prime Minister, Office of the President, Ministry of Planning and External Cooperation, Ministry of Justice and Public Security, Ministry of Women's Affairs and Women's Rights, Office for the Protection of Citizens, Ministry of Economy and Finance, Institute for Social Welfare and Research, Ministry

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
			of the Interior, Territorial Collectivities and National Defence) Mechanism: United Nations integrated strategic framework
	Non-State organizations are gradually strengthened to represent the priorities and rights of their members, including women, at the municipal and departmental levels	• Increase in the number of departments in which the mechanisms of consultation and coordination (departmental and communal round tables) are functional • Increase in the number of organizations or platforms of civil society, including women's and youth associations, that are strengthened and are involved in the mechanisms of consultation and coordination at the municipal and departmental levels	Lead: MINUSTAH (civil affairs) Partners: MINUSTAH (political affairs, human rights, electoral assistance) United Nations country team (UNDP, UNICEF, UN-Women, UN-Habitat, OHCHR) Government of Haiti (Office of the Prime Minister, Office of the President, Parliament, Ministry of Planning and External Cooperation, Ministry of Justice and Public Security, Ministry of Women's Affairs and Women's Rights, Office for the Protection of Citizens, Ministry of Social Affairs and Labour, Institute for Social Welfare and Research, Ministry of the Interior, Territorial Collectivities and National Defence) Mechanism: United Nations integrated strategic framework
	Decentralized State institutions have the capacity and tools to implement the strategies of local development in a participatory manner	• Increase in the number of communes that manage and lead consultative processes of strategic and local development planning • Increase in the number of delegations and municipalities that use effective tools for planning, programming and budgeting	Lead: MINUSTAH (civil affairs) Partners: MINUSTAH (Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)) United Nations country team (UNDP, IOM, UN-Habitat, UNEP, UNHCR, OHCHR, FAO, UNESCO, UNICEF, UNOPS, UNFPA)

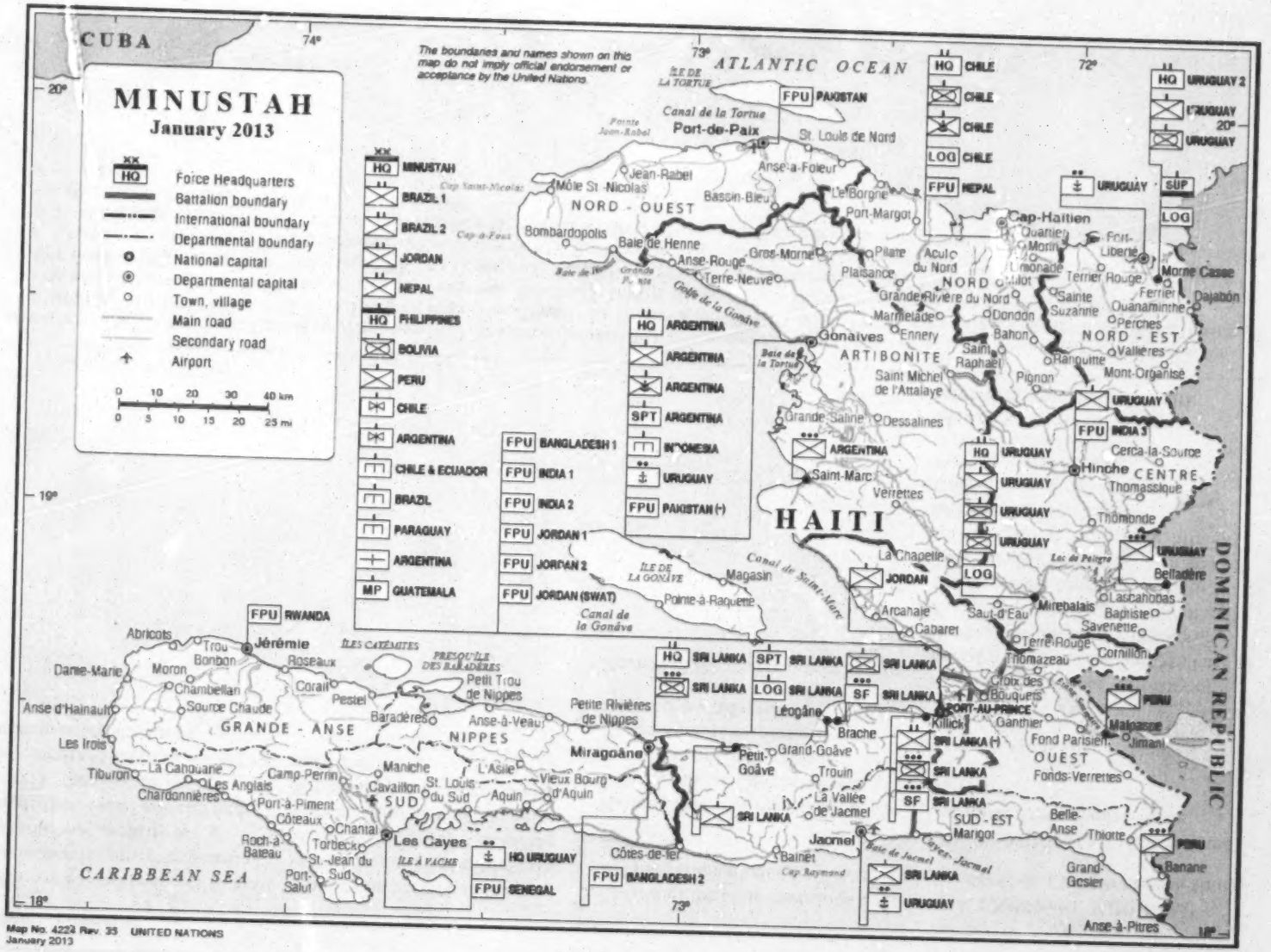
Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
			Government of Haiti (Office of the President, Office of the Prime Minister, Ministry of Social Affairs and Labour, Ministry of Planning and External Cooperation, Ministry of Public Works, Transportation, Communications and Energy, Ministry of Economy and Finance, Ministry of the Interior, Territorial Collectivities and National Defence, municipalities, Interministerial Committee for Territorial Management, National Centre for Geospatial Information) Mechanism: United Nations integrated strategic framework
	Police The capacity of national institutions is reinforced to ensure the security of the population throughout the country	• Increase in the administrative and operational capacity of the Haitian National Police to provide the necessary service to the police • 10,100 national police officers deployed throughout the country • Haitian National Police SWAT teams are deployed throughout the country and are capable of conducting crowd control operations without the support of MINUSTAH	Lead: MINUSTAH (United Nations police) Partners: MINUSTAH (border management, corrections) United Nations country team (UNDP) Government of Haiti (Haitian National Police, Ministry of Economy and Finance) Mechanism: United Nations integrated strategic framework
Territorial rebuilding Strengthen the leadership and capacity of the Government, local authorities and communities to plan and manage their territories and resources	*Disaster risk reduction* National and local government and civil society institutions are strengthened and better equipped for disaster prevention, management and response	• Emergency preparedness and response of the national risk disaster management system are enhanced through improved coordination, information management and	Lead: Office for the Coordination of Humanitarian Affairs, UNDP Partners: MINUSTAH (civil affairs) United Nations country team (FAO,

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
with a view to reducing disaster risk and improving the living conditions of the population in urban and rural areas		communication skills • National and departmental contingency plans are updated every year • Standard operating procedures are in place between the United Nations and the Government to build the capacity and leadership of national institutions dealing with preparedness and emergency response • All 10 departmental Emergency Operations Centres use new tools for the treatment of data and information on risk and disaster management	IOM, PAHO-WHO, IOM, UNEP, OHCHR, FAO, UNESCO, UNICEF, UNOPS, UNFPA) Government of Haiti (Ministry of Social Affairs and Labour, Ministry of the Interior, and Territorial Collectivities and National Defence, Ministry of Planning and External Cooperation, municipalities, Maritime and Navigation Service of Haiti, Bureau of Mines and Energy) Mechanism: United Nations integrated strategic framework
	Territorial development The planning capacity of communities is strengthened for their participation in the definition and implementation of public policy and decision-making in that regard, including programmes of reconstruction and the improvement of living conditions	• The activities of all non-governmental organizations and the United Nations involved in preparedness for and response to emergencies are known to local authorities • A community fund is in place at the national level to permit the financing of interventions for the improvement of living conditions in urban and rural areas by the communities themselves • Implementation by 20 urban area communities of interventions to improve community infrastructure and provide wider access to basic services	Lead: UNDP, UNOPS Partners: MINUSTAH (civil affairs, Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)) United Nations country team (ILO, FAO, IOM, UN-Women, UN-Habitat, PAHO-WHO, WFP, UNEP, UNFPA, Office for the Coordination of Humanitarian Affairs) Government of Haiti (Office of the President, Office of the Prime Minister, Ministry of Social Affairs and Labour, Ministry of Planning and

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
			External Cooperation, Ministry of Public Works, Transportation, Communications and Energy, Ministry of the Interior, Territorial Collectivities and National Defence, municipalities, Interministerial Committee for Territorial Management, National Centre for Geospatial Information) Mechanism: United Nations integrated strategic framework
Economic rebuilding			
Contribute to the strengthening of economic governance to enable the Government to implement an economic policy that is designed with the participation of all stakeholders and focused on territorially balanced job creation and that takes into account gender equity and the sustainable management of natural resources	The basics of economic governance and labour are improved and consolidated	• A public/private dialogue process between the social parties (Government, employers, workers) and local communities and authorities is established to design and implement economic policy measures conducive to job creation	Lead: ILO, UNDP Partners: MINUSTAH (civil affairs, human rights, justice) United Nations country team (ILO, UNDP, UNICEF, FAO, UNAIDS) Government of Haiti (Ministry of Agriculture, Natural Resources and Rural Development, Ministry of Economy and Finance, Ministry of Social Affairs and Labour, Ministry of National Education and Vocational Training, Ministry of Planning and External Cooperation, Ministry of Commerce and Industry) Mechanism: United Nations integrated strategic framework
	Information tools and training are available for awareness of the implementation of the basic standards of decent work	• Six training courses and awareness-raising campaigns on labour standards are carried out • Textile and reconstruction entrepreneurs begin to implement the ILO work standards	
	Revision of the labour code	• A tripartite review of the code process is under way, and a draft revision bill is under discussion	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
Social rebuilding			
Improve equitable access to basic social services by strengthening institutional capacity to implement social policies and provide the benefits of decentralized services, including in emergency situations	A policy on protection against violence, abuse and exploitation of vulnerable groups, including women, children and internally displaced persons, is developed and enforced	• Review of the child protection code and the child national protection plan • Harmonization of the adoption law with the Hague Convention on Protection of Children and Cooperation in respect of Intercountry Adoption • Review of the decree on social work	Lead: UN-Women, MINUSTAH (Gender Unit, Child Protection Unit) Partners: MINUSTAH (Conduct and Discipline Team, human rights, justice) United Nations country team (ILO, UNDP, UNICEF, FAO, UNAIDS) Government of Haiti (Ministry of Social Affairs and Labour, Ministry of Women's Affairs and Women's Rights, Institute for Social Welfare and Research, Ministry of Youth, Sports and Civic Action, Ministry of Justice and Public Security, Ministry of Planning and External Cooperation, Brigade for the Protection of Minors) Mechanism: United Nations integrated strategic framework

Abbreviations: FAO, Food and Agriculture Organization of the United Nations; ILO, International Labour Organization; IOM, International Organization for Migration; OHCHR, Office of the United Nations High Commissioner for Human Rights; PAHO-WHO, Pan American Health Organization-World Health Organization; UNAIDS, Joint United Nations Programme on HIV/AIDS; UNDP, United Nations Development Programme; UNEP, United Nations Environment Programme; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNFPA, United Nations Population Fund; UN-Habitat, United Nations Human Settlements Programme; UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNOPS, United Nations Office for Project Services; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women; WFP, World Food Programme.



Map No. 4222 Rev. 35 UNITED NATIONS
January 2013

Department of Field Support
Cartographic Section